

London First

Today's apprentices: tomorrow's capital

MAYOR OF LONDON



Apprenticeships



FOREWORD



Over the past two years there has been an explosion of interest in apprenticeships from employers and young people across the capital. In that time, London's

businesses have generated more than 86,000 new places and, campaigning closely alongside the National Apprenticeship Service, we're on track to reach 100,000 by the end of this year.

We're stepping up to the plate in City Hall too - employing 1,000 apprentices per year either directly within the GLA Group, or across our contractor workforce. From banks and law firms, to construction companies and opera houses, London has outstripped the country when it comes to delivering on apprenticeships and that's something to be proud of. But while progress on the apprenticeship front has been encouraging, as is often the case with London, we can tell a tale of two cities.

On the one hand we are renowned as having one of the most dynamic, skilled labour markets anywhere in Europe. On the other, there are too many young Londoners crying out for the opportunity to work.

We know that there are more people looking for apprenticeships than there are places available and that's why we need more employers, large and small, coming on board. If you're not sure whether an apprenticeship is right for your company, then I urge you to think again, because apprenticeships really are a win-win for everyone.

By helping firms to build loyal workforces and increase their productivity, apprenticeships without doubt boost the wider London economy too. And by giving young Londoners the chance to improve their skills and gain valuable work experience, apprentices can massively improve their employability and their chances of forging successful long-term careers. I've made jobs and growth my number one priority over this next Mayoral term, which is why I've raised our target to 250,000 apprenticeships by 2016.

It's a challenging target, but I'm confident we can do it.



Boris Johnson
Mayor of London





Many businesses have considered using apprenticeships as a way of recruiting, developing and deploying the skills of their local workforces. More than 80% of those

that do say that they have not only seen a marked increase in workplace productivity, but have also gained a new stream of employees with a fresh perspective. But, for some employers apprenticeships are still viewed as complex, rife with bureaucracy and paperwork, and often not the right fit for them.

Over the last six months, London First has been talking to employers with apprenticeship programmes and hearing their views on what can be achieved by starting a scheme, how straightforward it can be, and the quality of candidates and training programmes available. It's clear from what we were told that the benefits are great. Their experiences are recounted in this collection of case studies.

There are more than 200 different types of apprenticeship and many different pathways available that will help to minimise the effort and risk of starting a scheme and pass the bureaucracy and paperwork to a third party. Apprenticeships are essentially trainee schemes that combine training with work.

And, with such a diverse range of schemes, there is something to fit all organisations - from front of house roles (customer service roles, as at Hilton Hotels) to back office administrative functions (finance or IT, as at Linklaters) and trainee management roles (consulting, audit and tax, as at PWC).

Apprenticeships are a valuable way of getting more Londoners properly trained and into lasting jobs. By starting an apprenticeship scheme, London businesses can not only tap into the wealth of skills available locally, but also help to reduce London's unemployment – which has remained consistently higher than the UK average.

The challenge is great, but if each London employer not already running an apprenticeship programme took on just one apprentice it would make a significant difference.

If you are unsure about the benefits of an apprenticeship and the ease with which one can be set up, read on, and let us change your view.

A handwritten signature in black ink that reads "Jo Valentine". The signature is written in a cursive, flowing style.

Baroness Jo Valentine

Chief Executive, London First



PEABODY

Peabody is one of the oldest and largest housing associations in London, founded in 1862 by the American philanthropist George Peabody. Peabody manages more than 20,000 homes across the capital as well as providing community programmes for their residents and neighbourhoods. Peabody's mission is to make London a city of opportunity for all.

WHY USE APPRENTICESHIPS?

Peabody has a long history of promoting and providing Apprenticeship opportunities. Peabody Apprenticeships are available in-house, within various departments, offering a structured training programme, career support and guidance, internal and external study opportunities – and the chance to gain real work experience with genuine prospects of employment. Apprenticeships are also available through Peabody's supply chain and service providers.

THE APPROACH

Candidates for Apprenticeships are sourced through Peabody's employment service, or

their preferred partners, who recruit, screen and present suitable candidates according to the service provider's requirements. Peabody has four Employment Centres offering an employment brokerage service, five days a week, in Hackney, Islington, Southwark and Westminster. Apprenticeship candidates ages 16-24 who are also Peabody residents are preferred, but consideration is given to local non-Peabody residents.

With the importance of recruiting local labour in view, all Peabody Service Providers on new build developments are contracted to provide for one new Apprenticeship (at various levels of the NVQ or equivalent qualification) for every 18 new build homes built during the first year of the term of the contract. This includes day release weekly attendance at the relevant training college in the London area, and a minimum of 30 hours worked per week.

The service provider identifies suitable London-based training, secures the training element of the Apprenticeship at various levels

and manages college enrolments in a timely manner, according to academic intake dates.

The provider also works in partnership with Peabody's employment team to agree the recruitment and selection processes, including the method of application, application and interview dates.

Apprentices are employed continuously throughout the term contract with the service provider until achieving up to a Higher Apprenticeship (Level 4) qualification. All apprentices are paid at least an Apprenticeship salary or the national minimum wage while training with a commitment to increasing pay to the London Living Wage (to reflect Peabody's pay scheme) on successful completion of initial Apprenticeship training.

HOW IT IS WORKING

All Peabody Apprenticeship schemes have been developed in direct response to need to fill skills gaps in key areas. For example in-house Apprenticeships within Peabody

are currently based in caretaking, Peabody's handy persons project and in youth and community development. At present there are a total of 17 apprentices working in Peabody in-house schemes.

The benefits are numerous: the Apprenticeship schemes give Peabody the opportunity to recruit local people and provide opportunities for young people. But most importantly, Apprenticeships allow Peabody to develop and progress staff through the organisation, providing a progression route through Peabody for young talent to move up through the workforce.



PEABODY

For more information visit:
www.peabody.org.uk

CROSSRAIL

Crossrail is the biggest engineering project in Europe. Using the Crossrail service will make travelling in London easier and quicker and help to reduce crowding on the region's transport system. In addition to constructing a new railway across London, the Crossrail Project is committed to ensuring that the public investment in the programme leaves a lasting skills and employment legacy to ensure the UK's future competitiveness and productivity. This will be achieved in a dedicated strategy focused on maintaining safety, inspiring future talent, supporting local labour and revitalizing the UK skills base.

WHY USE APPRENTICESHIPS?

A key part of Crossrail's skills and employment legacy is its commitment to provide at least 400 Apprenticeships over the life of the project. For the railway to be delivered on time and to budget, the project requires an extremely large and varied skills base, managed by working in partnership with a wide range of stakeholders and

contractors. This means that the majority of people employed on Crossrail will not be directly employed by Crossrail but through its contractors and associated supply chain.

THE APPROACH

All Crossrail contractors are required to commit to at least one Apprenticeship or equivalent for every £3m of contract value. To this end, Crossrail is working in partnership with the National Apprenticeship Service to support its contractors in delivering their Apprenticeship programmes.

All Apprenticeships offered by the Crossrail supply chain must be to a minimum Intermediate (Level 2).

HOW IT IS WORKING

Crossrail's first pre-employment course for unemployed people in east London took place in October 2011 at the newly established Tunnelling and Underground Construction Academy (TUCA). The Academy is central to Crossrail's delivery plans and its legacy to the industry. Located in Ilford on the borders of

Redbridge and Newham in London – one of London's most deprived areas – the purpose-built training facility supports the skills required to work in tunnel excavation, underground construction and infrastructure.

Crossrail contractor, BFK Joint Venture, needed new apprentices to work at their pre-cast concrete segment factory at Old Oak Common in west London. In response to this, a two-week course in pre-cast concrete segment manufacture was developed and over forty people undertook a comprehensive programme at TUCA, developed in conjunction with Jobcentre Plus and the Sector Skills Council. Learners who successfully completed the course were later interviewed by BFK staff. Twelve people were successful in gaining a one-year Apprenticeship with the contractor and began their job training at the pre-cast factory shortly afterwards, producing tunnel segments that will line the western tunnels between Royal Oak and Farringdon. They will gain a Level 2 qualification in Pre-Cast Concrete Operations.

86 apprentices are currently working on formal Apprenticeship schemes for Crossrail in a number of different areas including engineering, business administration, plant mechanics, construction operations and quantity surveying.



For more information visit:
www.crossrail.co.uk

ERNST & YOUNG

Ernst & Young is a global leader in assurance, tax, transaction and advisory services, employing some 152,000 people worldwide. With its London HQ, global approach and strong commitment to diversity and inclusivity, it is very much in step with the changing needs of its clients and its people.

WHY USE APPRENTICESHIPS?

Ernst & Young decided that Apprenticeships would work for them in the specific area of facilities management. They sought to increase the headcount of their facilities management team by recruiting four apprentices. With customer service relationships as the driver, rather than business need, Ernst & Young were seeking people with a rounded skills base (including 'soft' skills like customer service experience in the workplace) but not necessarily those with experience in facilities management.

Ernst & Young were aware of Apprenticeships, but they needed to know more. So they sought advice from Westminster Kingsway

College, the Asset Skills Council and BIFM, the professional organization for facilities management. Following their advice, Ernst & Young decided to start a two- year Advanced Apprenticeship training programme, delivering a Level 3 qualification in facilities management within twelve months.

THE APPROACH

Recruitment was through Ernst & Young's outsourced partner Carlisle Managed Solutions. Hundreds of applications were whittled down to a shortlist of ten interviewees before the final four were chosen.

Two men and two women, all in their mid to late twenties, started their training at Ernst & Young in October 2011, working on two-year fixed-term contracts as regular members of staff. After a two month settling in period, the apprentices started their twelve months work-based training. The training was given in-house, at Ernst & Young's offices, by Westminster Kingsway College which provided half a day's training every two weeks.

HOW IT IS WORKING

Ernst & Young found the process for delivering Apprenticeships to be very straightforward, with limited bureaucracy. The support and advice from Westminster Kingsway College was invaluable. The four apprentices have proved to be very good with a real desire to succeed and remain with the organization.

THE FUTURE

Ernst & Young has not yet determined what will happen at the end of the two -year contracts. This will be reviewed early in 2013. Expansion of the Apprenticeship scheme is also currently under review.

.....



For more information visit:
www.ey.com

HSBC Bank PLC

HSBC is one of the world's largest banking groups, employing 300,000 people in 7,200 offices in 80 countries. Its global headquarters are in London's Canary Wharf.

WHY USE APPRENTICESHIPS?

HSBC wanted to become a market leader in customer service. While annual surveys showed that staff motivation was putting HSBC way ahead of its competitors, this was not being reflected when it came to customer perception of the service they received. So HSBC decided to explore how they could professionalise their front line workforce in the branches, call centres and operational areas. They reviewed internal staff training programmes and researched the job requirements for front line roles.

In the autumn of 2010, HSBC looked at the research carried out by the National Apprenticeship Service (NAS), linking Apprenticeships to increased productivity, motivation and customer service in other companies, demonstrating how

Apprenticeships had worked in Legal & General and Axa Insurance. Theoretically it appeared that Apprenticeships could meet HSBC's needs. What was needed was to find how Apprenticeships could be delivered successfully. After seeking further advice from NAS, the Mayor of London's office, the CBI, Accenture and BT, it was decided that Apprenticeships could work for HSBC and be delivered well.

THE APPROACH

A pilot scheme was launched in September 2011 offering 1,000 advanced Apprenticeships (A-level equivalent) in customer service, business administration and providing financial services. It was decided to launch the pilot scheme with existing staff who had been working with HSBC for at least three months.

Staff at HSBC's credit card centre in Birmingham were invited to volunteer for the scheme. Then the pilot was extended to volunteer staff from the branch network in central and Greater London. From there the scheme was extended to operational

departments in Coventry, Salford and Sheffield, and the HSBC call centre in Leicester. Applicants for the scheme had already met HSBC's recruitment criteria and the only further eligibility requirement was that they were not underperforming.

HSBC has started to run a work experience scheme for 14-18 year olds in partnership with the skills council for financial services (The Financial Skills Partnership) which has links with over 3,500 schools and sixth form colleges in the UK. HSBC view this as a feeder for their Apprenticeship programme.

HOW IT IS WORKING

To ensure great quality from the start, it was decided to deliver the programme using a third party provider that had a track record in delivering Apprenticeships well for its own people. Following a rigorous tendering process, Capita Group plc were chosen. Highly rated by Ofsted, they have the same values as HSBC.

Capita run the Apprenticeship training. But because the apprentices remain HSBC employees, they are paid and contracted in the normal way, paid the market rate for the role they are in, not an Apprenticeship minimum wage.

Paperwork is dealt with by Capita. Capita also manage the training workload and either visit or are based at the apprentices' place of work. This ensures competency-based training delivery. Apprentices also study functional skills, employer rights and responsibilities and a professional qualification which varies according to their roles. HSBC has a small team of local employees who liaise with the business and monitor the quality of the Capita delivery.

THE FUTURE

Because of the success of the pilot Apprenticeship scheme to date HSBC has now decided to deploy it more extensively. Management information showed that skills level, customer service, motivation and productivity have all increased and staff turnover has reduced.



For more information visit:
www.hsbc.co.uk

K&M McLOUGHLIN

Established over two decades ago, K&M McLoughlin Painting and Decorating is a North London-based business employing over 120 people. It has an annual turnover of £6m and two offices in Islington and Enfield. Clients include all major contractors including Balfour Beatty, Carillion, VINCI, Wates, as well as direct clients.

The company has a long-standing commitment to training and Apprenticeships, for while many construction companies have slashed their Apprenticeship recruitment plans or cut back on youth training since 2009, K&M has increased its investment in training year-on-year, opening the UK's first ever dedicated decorating Apprenticeship training facility, the K&M Painting & Decorating School in Islington. Launched in October 2010, the school is now fully accredited by the Construction Awards Alliance as an in-house training centre of excellence.

WHY USE APPRENTICESHIPS?

K&M's Founder and Managing Director, Kevin McLoughlin has a strong personal commitment to Apprenticeships. Leaving school at age 15 without any qualifications, he started his working life with an Apprenticeship in painting and decorating at Islington Council. He launched K&M Painting & Decorating in 1988 with just three employees and two clients. In 1995, as the business expanded, he made the decision to invest in Apprenticeships in order to build up a well trained, loyal workforce, seeking to employ local people, ideally ages 16-19, recruiting in other nearby boroughs if needed.

THE APPROACH

Kevin's commitment to Apprenticeships and training local young people has been reinforced by the company's long-standing relationship with the Construction Industry Training Board. Over the last 12 years more than 60 apprentices have completed the Intermediate and Advanced qualification with K&M Painting & Decorating, many of whom

continue to work for the company as trusted supervisors and tradespeople. 65% of the company's workforce started their careers as apprentices in this way.

HOW IT IS WORKING

The K&M Painting & Decorating School currently has 22 apprentices in training.

The facility is also used to upskill existing employees to Intermediate Apprenticeship level (GCSE equivalent). Following the successful launch of the school, K&M decided to consult with City and Islington College and Islington Council. As a result it was decided to form a partnership with the college and Islington Council so that the Painting & Decorating School's facility – which eliminates the need for trainees to spend one day a week at an external college to fulfil their training requirement – could be expanded to include training for young people not employed by K&M. This will help unemployed youngsters in the area find routes into construction work via K&M's industry contacts.

As Kevin McLoughlin says: "I left school at 15 without a qualification to my name. I was given a chance. I passionately believe that many kids in this country should be given the same chance too."



K&M McLOUGHLIN
DECORATING LTD



For more information visit:
www.kmdecorating.co.uk

LINKLATERS

Linklaters is a global law firm specialising in advising the world's leading companies and financial institutions on their most significant and complex transactions.

With offices in 27 cities around the world, one of Linklaters' key priorities is to create a truly inclusive culture in the working environment – one where everyone has the opportunity to excel.

WHY USE APPRENTICESHIPS?

Linklaters has focused for some time on relationships with local communities, with the firm investing over 1% of pre-tax profits in cash and time in communities local to the firm's global offices with hundreds of staff volunteering their skills and expertise. The firm is also committed to ensuring individuals from non-traditional backgrounds enter the legal profession and in 2011 the firm recognised the need to also broaden applications to entry level employment opportunities in non-legal roles based in London. Apprenticeships would clearly fill this gap. As well as offering employment opportunities to locally based people there was

an excellent business case for local recruitment since this meant shorter travel times to work.

THE APPROACH

Initially Linklaters ran the recruitment process itself. One Apprenticeship was advertised and some 300 applications followed, though eventually the role was filled via an external route. It worked well and resulted in the individual being offered permanent employment. While the Apprenticeship worked well for Linklaters, it was obvious that a different process was needed to recruit and train apprentices. Given their preference for local and community partners, Linklaters opted to work with Islington Council, a London borough with a high level of deprivation and a focus on a fairness agenda as well as sustainable employment for young people.

HOW IT IS WORKING

In the autumn of 2011 a corporate agreement with Islington Council was put in place to place five apprentices with some level of office

experience on Intermediate (Level 2, GCSE equivalent) and Advanced (Level 3, A-level equivalent) Apprenticeships qualifications (A-level equivalent) within Linklaters – one in a PA role, one in IT, one in print and two in the HR/Learning & Development function.

Islington Council's role is to manage the entire recruitment process and all training. The Council brokers all relationships with training providers and identifies and brings in the best training partners through their Business and Employment Support team. While the Apprenticeships at Linklaters are fixed-term contracts rather than permanent roles, they do offer an excellent opportunity for people to get that first important step onto the career ladder. Linklaters pays their apprentices the London Living Wage (£15K per annum).

This type of approach gives Linklaters just one point of contact and all the training, paperwork and funding processes are organised by the training provider. This means that Linklaters is given the best available candidates to interview, according to their specifications,

and the best quality training providers to deliver the Apprenticeship framework.

THE FUTURE

Progress of the Apprenticeship scheme is positive and Linklaters will be looking to expand the programme over the next year. It is felt that the candidates are unlikely to receive the same opportunity without the support derived from this type of relationship between business and local authority. From Linklaters' perspective, it is a positive and effective part of the firm's supplier management strategy and it is hoped that it will prove to be a beacon of good practice to other employers.



Linklaters

For more information visit:
www.linklaters.com

PwC

PwC is the world's largest global professional services firm, with headquarters in London. It has offices across 158 countries and employs over 160,000 people. As a leading global firm, it places a very strong emphasis on social responsibility and enhancing the diversity of its workforce. As Gaenor Bagley, Head of PwC People says: "As an employer, you want the right person with the right skills and potential to do the job. As a person, you want fairness, equality and opportunity. These aren't competing issues, they are one and the same thing."

WHY USE APPRENTICESHIPS?

The typical accountant grows up in a family that is better off than three in four UK families. So, professional services employers have a real need to open up access to under-represented groups, because it's the right thing to do, and because diversity and different perspectives make business sense. In addition, many CEOs are concerned that skills shortages will constrain business innovation in the future. So PwC and others in

their sector needed to create a talent pipeline strong enough to meet future skills needs, and a framework to enable the blend of knowledge, skills and competence which professional services employers believe make for productive, effective employees.

As a result, PwC has been working with many employers, professional bodies and Further and Higher Education partners to develop a transformational new model for recruitment and development in the professions – The Professional Services Higher Apprenticeship. This is a work-based programme combining on- and off-the-job training to work towards nationally recognised qualifications.

THE APPROACH

The Professional Services Higher Apprenticeship is not just for specialist professional services firms. Any business employing auditors, tax professionals, business advisors or business development staff can use and benefit from it. Over 40 employers of all sizes, both large and SMEs, have been involved in its development,

writing the programmes from scratch in many cases, so it is designed to meet the needs of all. It includes distinct occupational routes into the audit, tax and management consulting occupations, each underpinned by new qualifications at a level equivalent to the first rungs of the Higher Education ladder. It is also closely aligned with existing professional development pathways maintained by the Association of Tax Technicians and the ICAEW (the professional membership body for chartered accountants), enabling students to secure relevant professional qualifications as part of their Apprenticeship. The programme is nationally recognised and accredited.

In developing the framework collaboratively with other employers, PwC and the professional services sector has created the first ever employer-led framework of its kind.

HOW IT IS WORKING

PwC is using the new Higher Apprenticeship framework in its own business, with other employers set to follow suit. The first wave of

around 80 apprentices starts work with PwC in autumn 2012. These trainee roles are primarily within the area of tax practice, working for clients on tax issues and in the consulting business. Because this is a Higher Apprenticeship, with challenging entry requirements, PwC anticipate that those joining will have completed their A-levels and be aged 18 or over.

THE FUTURE

PwC will be taking part in a series of careers fairs presenting Higher Apprenticeships across a number of sectors to young people throughout 2012 and early 2013. It has also signed up to the Inspiring the Future initiative – a new service developed by the Education and Employers Taskforce that will see people from all sectors and professions volunteering to go into state secondary schools and colleges to talk about their jobs, careers, and the education routes they took.

PwC is leading a range of activities to provide support and guidance to businesses, including a toolkit for employers

PwC continued

to use in talking to young people about Higher Apprenticeships and working in professional services. The aim is that there will be 1,500 new Higher Apprenticeships in Professional Services by March 2015.

Government has also announced that work is underway to develop Apprenticeships at even higher levels, equivalent to bachelor's and master's degrees. PwC will be leading the development of a Higher Apprenticeship at level 6/7 in Accounting Services, covering audit, tax and accounting routes, working with the National Apprenticeship Service and a range of other partners in the professional and education sectors.



For more information visit:
www.pwc.co.uk





SERCO

Serco is one of the world's leading service companies, employing over 100,000 people and operating in over 30 countries. It delivers essential services that matter to millions of people around the world. A values-led company with a strong service ethos, the work Serco carries out for national and local governments involves them in the most important areas of public service, including health, education, transport, science and defence. Private sector customers are industry-leading organizations in a wide variety of markets.

WHY USE APPRENTICESHIPS?

Serco has a long-established commitment to helping young people develop the skills and capabilities needed to enter work. The company supports apprentices through their studies and into employment wherever possible.

THE APPROACH

All Apprenticeship training for Serco is centrally managed by the Serco Vocational Training team, providing an 'end to end' service

for Apprenticeships within Serco. The Vocational Training team holds a contract with the Skills Funding Agency (SFA).

Serco advertises its Apprenticeships via the Apprenticeship Vacancies system of the National Apprenticeship Service website; these positions are open to everyone to apply, Serco pick the right candidate for the role regardless of age.

Serco apprentices are employed right across the business and the range of vocational sectors available is growing all the time. Apprenticeships are available in areas as varied as aeronautical engineering, building services, marine engineering, horticulture, business administration, and customer service.

Apprentices are employed on contracts at over 40 sites throughout the business including: Peterborough City Council, Serco Leisure, Hertford County Council, the Defence Academy and a wide range of MoD sites, working on Serco's various MoD support contracts.

Under its contract with Peterborough City Council, Serco has committed to 80 Apprenticeships across the life of the contract. These places are within the working sectors of IT support, contact centre operatives, business support and payroll.

At RAF Flyingdales in the Yorkshire & Humber area, Serco engineering apprentices work with their site mentors to gain valuable experience across the broad range of equipment Flyingdales has to offer, attending block release at college to study for their BTEC technical certificate in engineering maintenance at Level 3.

HOW IT IS WORKING

Serco currently employs over 1,600 apprentices across the business in over 30 different sectors. This is due to be increased to 2,000 by the end of 2012.



For more information visit:
www.serco.com

SKANSKA

Skanska is one of the world's leading construction groups, a multi-national construction and development company headquartered in Stockholm, Sweden. The company has a strong commitment to creating a more sustainable world. With its expertise in construction, development of commercial and residential projects and public-private partnerships, Skanska UK is involved in some of the UK's most prestigious projects in both public and private sectors, employing 4,600 staff and undertaking £1.3 billion worth of work each year.

WHY USE APPRENTICESHIPS?

The construction industry is, of course, a traditional trade Apprenticeship route. Apprenticeships offer an excellent opportunity for young people looking to start a career in the development and construction services industry, combining on-the-job learning with real responsibility and the support to gain a relevant qualification.

Because apprentices are proven to have good retention rates, Skanska is keen to preserve the quality of their Apprenticeship brand. This can be achieved by giving apprentices meaningful experiences with good mentors.

Winning local contracts means that apprentices can be taken on locally, though with typical construction contracts lasting 12-18 months in a particular location, it is not always possible to move apprentices with the rest of the Skanska workforce.

THE APPROACH

All Skanska apprentices work either within the supply chain or directly for Skanska. Companies in the supply chain are actively encouraged by Skanska to take on apprentices via local colleges as part of Skanska's community involvement agenda. There are also cases where Skanska is contractually obliged to employ apprentices, typically in the case of public sector clients.

Structured routes into becoming a Skanska apprentice vary across the business: there are eight different operating units within Skanska UK; each one recruits apprentices according to their specific undertaking, depending on the type of Apprenticeship required.

HOW IT IS WORKING

Construction-related Apprenticeships are advertised with CITB: Construction Skills (the industry training board for the construction industry) on their website. At present, seven Skanska Apprenticeships are scheduled to be advertised there.

Skanska currently hire approximately 43 apprentices directly. Many more are currently working in the supply chain. Because hiring apprentices at an early age has such positive advantages for the business due to the high retention rates, Skanska is currently looking to increase its Apprenticeships offer. Plans are now underway to extend Apprenticeship opportunities to non-trade apprentices at Skanska.

Going forward, all Skanska Apprenticeships will be advertised on the National Apprenticeship Service website: these will be a more diverse mix of construction-related specific skills and trades as well as non construction Apprenticeship roles within Skanska's IT and Business Administration departments.



SKANSKA

For more information visit:
www.skanska.co.uk

HILTON WORLDWIDE

Hilton Worldwide is one of the world's leading hospitality companies. In the UK the company employs 12,000 team members across its portfolio of 109 hotels, with 24 new hotels due to open across the country in the next few years. Hilton Worldwide's growth plans will help create more than 8,500 employment opportunities in Europe; of these, 1,500 jobs will be created in the UK.

WHY USE APPRENTICESHIPS?

Harnessing fresh new talent is integral to Hilton Worldwide's growth strategy, at the heart of which is an Apprenticeship programme that is well planned and professionally run. Hilton Worldwide Apprenticeships give young people across the UK the opportunity to learn new skills, boost their confidence and gain valuable experience in the hospitality sector.

Hilton Worldwide has a strong commitment to career development for all roles and is widely recognized for its company ethos of making sure team members have the

knowledge and training to do their jobs effectively, as well as giving them the opportunity to develop their skills for the future.

HOW IT IS WORKING

For the last two years the company has successfully run The Chef Apprenticeship Academy which offers budding chefs of the future the chance to train and forge a career in one of Hilton Worldwide's UK hotels.

The 12-month training scheme offers apprentices the opportunity to earn while they learn from some of Hilton Worldwide's most talented chefs. Each chef apprentice receives a salary while on programme and Hilton Worldwide also supports tuition fees and other learning costs with the help of the National Apprenticeship Service.

Training is practical and hands-on. Master classes and personal mentors will help bring out an individual's talents and build their confidence as a chef, with regular reviews and practical assessments.

At the end of the programme, the scheme offers the opportunity for a promotion to a full-time Commis Chef position at a Hilton Worldwide hotel. Sixty apprentices have already been trained under this scheme and another 50 have just started this year's programme.

Earlier this year, Hilton Worldwide, in collaboration with the National Apprenticeship Service, announced that it will be expanding its current UK Apprenticeship scheme with a new programme specialising in the art of hospitality and hotel operations.

Due to be launched later this year, the scheme will help create 100 new Apprenticeship opportunities.



For more information visit:
www.hiltonworldwide.com

TrAC

THE COLLABORATIVE HUB MODEL

Training and Apprenticeships in Construction (TrAC) works in partnership with local authorities across the New Anglia and South East Local Enterprise Partnership (SELEP) areas to create an employer-led shared Apprenticeship scheme.

THE ROUTE

TrAC is a not-for-profit, employer-led Apprenticeship training agency, delivering Apprenticeships, career development, employability and pre-Apprenticeship programmes. Set up in January 2012 in order to bid for the Government's Growth and Innovation Fund, TrAC was a direct response to the need for local authorities to create a sustainable platform to drive more Apprenticeships through their construction procurement. It is enabled by the existing client and main contractor-led supply chain readiness networks, Build Norfolk, Build East Sussex and Build Essex. These build networks of construction companies were set up to enhance their existing supply chains and promote local business improvement, careers, jobs in construction and Apprenticeships.

The build networks' local authority collaborative project to help local construction firms was first launched in 2006 with the launch of the Build Norfolk network. This was followed by the formation of Build Essex in 2009 and Build East Sussex in 2010. These networks now have 2,500 member firms. Traditionally, construction projects or contracts do not necessarily last the same length of time as a two- or three-year Apprenticeship commitment. So what was needed by the employers, all seeking to look ahead to their future supply chain, was a route into Apprenticeships for young local people that benefitted both young people and local businesses that are delivered in a sustainable way.

In January 2012, the three build networks and eight local authorities formed TrAC in order to create a direct route into sustainable Apprenticeships. In June 2012, TrAC signed a funding agreement with Construction Skills, the Sector Skills Council for the construction industry, to deliver the TrAC Shared Apprenticeship Service.

THE FUTURE

The new Apprenticeship Scheme is due to commence with 50 Apprenticeships in autumn 2012. Eight local authorities have collaborated to help set up TrAC to support these Apprenticeships across a wide geographical area in the East and South East. These are: East Sussex County Council, Kent County Council, Essex County Council, Suffolk County Council, Norfolk County Council, Medway Unitary Authority, Southend Unitary Authority, and Thurrock Unitary Authority.

All apprentices will be directly employed by TrAC, which will sub-contract the apprentices to local firms needing short-term apprentices. TrAC is responsible for finding suitable local employers, ie those who could not employ apprentices for the duration of the standard two-to-three year framework.

Training via TrAC will be continuous and the apprentices could be working for 4-6 employers over the two-to-three year period of their Apprenticeships. Given the wide range of employers involved in the scheme the

apprentices will have the opportunity to work with different types of employers in various fields, develop a deeper understanding of the construction sector and the jobs involved, and will give them wider work experience, making them more employable at the end of their Apprenticeships.

This collaborative hub model will also help local SMEs which have not traditionally taken up Apprenticeships in the past, mainly because they do not have the order book to commit to the traditional two-to-three year training period.

The model also enables small businesses to work within their peaks and troughs – and respond to the requirement to use Apprenticeships on projects driven through the procurement route.



For more information visit:
www.tracweb.co.uk

HOW TO START AN APPRENTICESHIP SCHEME:

- Talk to the National Apprenticeship Service

For more information on how to make Apprenticeships work for your business contact the National Apprenticeship Service on **08000 150 600** or visit **apprenticeships.org.uk**



Or you can:

- Use an Apprenticeship Training Association
- Enlist the help of your local council
- Work with a Further Education College
- Commission a business outsourcing company

To discuss these options, contact Mark Hilton, Programme Director, Education & Employment, London First

020 7665 1521 or **mhilton@londonfirst.co.uk**

